



DEPARTMENT OF THE NAVY

COMMANDER
NAVY REGION, MID-ATLANTIC
1510 GILBERT ST.
NORFOLK, VA 23511-2737

IN REPLY REFER TO:

COMNAVREG MIDLANT
INST 5756.1
PD AO/N3
17 MAY 2005

COMNAVREG MIDLANT INSTRUCTION 5756.1

Subj: PLANNING AND EXECUTION OF AIR SHOWS IN THE MID-ATLANTIC REGION

Ref: (a) DoD Directive 5410.18 Public Affairs Community Relations Policy
(b) DoD INST 5410.19 Public Affairs Community Relations Policy Implementation
(c) SECNAVINST 5720.44
(d) COMNAVPERSCOM Guidebook for MWRs Involvement in Air Shows and Other Open House Events of Feb 04
(e) COMNAVPERSCOM Program Guidebook for Navy MWR Commercial Sponsorship and Partnership Opportunities of Mar 04
(f) COMNAVAIRLANTINST 3710.8 CNAL Aerial Events Guidance
(g) CNAPINST 3700.2 Tailhook Legacy Flyover Program
(h) COMNAVREGMIDLANTINST 5720.1A Planning and Execution of Public Events in the Hampton Roads Area

Encl: (1) Air Show Committee Organization
(2) Air Show Committee Member Responsibilities
(3) APF/NAF Expenditure Regulations Summary
(4) Plan of Action and Milestones (POA&M)

1. Purpose. To provide regional policy and procedures for the planning and execution of Air Shows at Commander, Navy Region, Mid-Atlantic (COMNAVREG MIDLANT) Air Stations. Reference (a) states that "fostering and furthering good relations with communities at home and abroad is in the best interest of the Department of Defense (DoD). Well-planned community relations programs help earn public support and understanding of operations, missions, and requirements of the Military Services." Further, reference (b) adds that a "principal goal of all community relations activity is to increase understanding of the mission of DoD and the U.S. defense posture and capabilities by increasing public exposure to, and understanding of, military personnel, facilities, equipment, and programs." In support of these objectives, COMNAVREG MIDLANT will conduct Air Shows at regional air stations as appropriate.

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2. Background. Reference (a) is DoD Public Affairs Community Relations Policy and reference (b) is DoD Public Affairs Community Relations Policy Implementation. Reference (c) is Department of the Navy Public Affairs Policy and Regulations. Reference (d) and (e) provide guidance on the planning, execution and funding of the Morale, Welfare and Recreation (MWR) aspects of open house events, including provisions concerning commercial sponsorship. Reference (f) is Commander, Naval Air Force, U.S. Pacific Fleet/Commander, Naval Air Force, U.S. Atlantic Fleet Aerial Events Instruction. Reference (g) is Commander, Naval Air Force, Tailhook Legacy Flyover Program Instruction. Reference (h) is the COMNAVREG MIDLANT instruction regarding planning and execution of public events in the Hampton Roads Area. This instruction establishes policy, procedures, and guidance to be employed in the planning and execution of Air Shows, and will enable Mid-Atlantic Region Air Stations to ensure strict compliance with all applicable directives and instructions.

3. Discussion

a. An Air Show is a highly complex arrangement of people, fiscal resources, and equipment that requires long-range and intensive planning to successfully coordinate. Additionally, it is a singular opportunity to cultivate a positive and mutually beneficial relationship with the community surrounding an Air Station. This instruction is intended to provide a variety of tools and guidance that will give Mid-Atlantic Region Air Stations a starting point from which to begin their respective planning processes.

b. While every Air Show will be uniquely tailored to its respective community and physical environment, they should share the following overarching goals:

(1) Promote a positive relationship with the surrounding community by educating the public about the mission of the local base and DoD in general.

(2) Highlight the pride and professionalism of our Sailors, Marines, and Joint Forces to the local public.

(3) Provide a recruiting opportunity for Navy, Marine Corps, Army, Air Force, and Coast Guard recruiters, as well as other Federal, State, and local agencies including law enforcement, fire department, and emergency medical services.

(4) Foster a positive relationship with government and business entities by working closely with local and regional political leaders, Chambers of Commerce, and private enterprises so that the event is mutually beneficial.

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(5) Reach out to local and regional Special Needs Groups including veterans organizations, assisted living facilities, schools, hospices and hospitals, youth groups, and other charitable organizations to provide them with unique access to the Air Station and Air Show.

(6) Conduct the event per all applicable regulations and directives regarding the expenditure of Appropriated Funds (APF) and Non-Appropriated Funds (NAF).

(7) Provide a safe, secure, and ordered environment for all guests, performers, and workers.

c. A successful Air Show hinges upon precision in planning and efficacy in execution, and both of these qualities begin with a properly organized Air Show committee. Enclosure (1) is an example of the basic organization required. It is intended as a guideline only, and Mid-Atlantic Region Air Stations should tailor their individual committees to their specific base environment and scope of show. Enclosure (2) outlines the basic duties and responsibilities of committee members.

d. Enclosure (3) is a summary of key points regarding MWR expenditure of APF and NAF. Great care must be taken in the area of fiscal resources, and all Mid-Atlantic Region Air Shows shall seek to gain efficiencies. Air Shows are not specifically intended to be fund-raising events for MWR, nor should food, beverage, and entertainment aspects be conducted at taxpayer expense. Reference (d) contains more detailed information on this topic.

e. Planning and executing an Air Show is at minimum, a 12-month process. Enclosure (4) is a generic POA&M and is intended to provide guidance concerning key planning points. While it is unlikely that a POA&M can capture every detail required for an event of this magnitude, it is critical that Mid-Atlantic Region Air Stations populate their respective plans with as much specificity as possible.

4. Commander's Intent

a. COMNAVREG MIDLANT will ensure that Air Shows conducted in the Region receive the best support possible. The cognizant Installation Commander (IC) will work lock-step with the regional MWR organization to create an event that maintains fidelity to the goals stated in this instruction. Both the IC and MWR shall ensure that their respective Air Show Committee is appropriately staffed and the event is properly resourced. The IC is the Supported Commander throughout the entire evolution.

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b. Great care shall be taken by all cognizant authorities regarding the expenditure of financial resources in the execution of Air Shows within the Mid-Atlantic Region. Per DoD directives, an Air Show is not intended to be a fund-raising event. Conversely, it is critical that an air show does not operate at a loss. ICs and regional MWR authorities shall closely coordinate fiscal controls with the Regional Air Operations Program Director to ensure that Air Shows are conducted using best business practices and operate per all regulations and directives regarding the expenditure of APF and NAF funds.

c. Support for Air Shows in the Mid-Atlantic Region shall be provided in all cases by Regional Public Affairs Officer (PAO) staffs working in concert with specific installation Public Affairs personnel. Additionally, Regional Staff Judge Advocate/Office of the General Counsel (OGC) personnel shall assist installation legal personnel to ensure compliance with all applicable laws and regulations.

5. Action

a. COMNAVREG MIDLANT. COMNAVREG MIDLANT shall maintain overall responsibility for the conduct of Air Shows in the Mid-Atlantic Region and ensure all Regional Commands work in concert to support specific installations in the planning and execution phases. COMNAVREG MIDLANT shall receive periodic briefings regarding the progress of the Air Show planning process, scheduled performers, financial controls, security, and any other facet of the event requiring regional oversight.

b. Regional Air Operations Program Director and Air Operations Business Office. The Air Operations Program Director will support the IC and Regional MWR representatives in the safe and efficient execution of any Regional Air Show. Best business practices and thorough fiscal oversight will be utilized to ensure all applicable regulations and directives are followed. The Air Operations Program Director shall also act as the Region's primary point of contact with the International Council of Air Shows.

c. IC. Individual ICs are the Supported Commanders. All Regional assets will focus on successful accomplishment of the Air Show, as tasked. The IC shall appoint an Air Show Director to assume overall responsibility for the planning and execution of their respective Air Show. The IC shall be the Chair of the Air Show Committee and be the final approval authority for all decisions regarding the Air Show.

d. Air Show Director. The Air Show Director will be responsible to the IC for the planning and execution, maintaining oversight of the planning and budgeting process and be responsible for the safe and efficient execution of the Air Show.

e. Regional MWR Director. The Regional MWR Director or its representative will coordinate with the Air Operations Program Business Office to provide the IC and Air Show Director a comprehensive breakdown of all monies budgeted for the execution of the Air Show on a weekly basis, with more frequent reports as the Air Show nears. A thorough assessment of the Air Show budget shall be presented upon Air Show completion in order to properly identify planning initiatives for the next year's show.



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AIR SHOW COMMITTEE ORGANIZATION

1. The following basic Air Show Committee organization can be used as a guideline. This overall Air Show Committee should be broken down into the requisite number of subcommittees required by each installation.

2. The Executive Committee is comprised of the Installation leadership, Air Show Committee leadership, and individual sub-committee chairs. Each sub-committee is further refined to contain members specific to that committee's tasking.

3. Note that several committee members appear on more than one sub-committee since their particular area of expertise crosses multiple lines of responsibility and action.

Air Show Executive Committee	Air Show Chair
	Air Show Vice Chair
	Air Show Director
	Special Projects/Asst Director
	Operations/Air Boss
	Supply Officer
	Performer Coordinator
	Static Display Coordinator
	Flight Line Coordinator
	JAG/Legal
	Volunteer Coordinator
	Security/ATFP
	Security/Traffic Control
	Working Parties and Manpower Coord.
	Communications Coordinator
	Protocol/VIP Coordinator
	Public Affairs Officer
	MWR Director
	MWR Accounting
	MWR Sponsorship
	MWR Air Show Liaison
	MWR Marketing
	Recruiting Coordinator
	Safety Officer
	Pyrotechnics Coordinator

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Air Show Executive Committee	Public Works Representative
	1 st LT/Site Prep/Clean-up
	Type Wing Representative(s)
	Local City Representative
Performer Committee	Performer Coordinator
	Blue Angels Coordinator
	Jump Team Coordinator
	Assistant Jump Team Coordinator
	Aircraft Maintenance Director
	Fuels/Oil/Smoke Officer
	Transient Billeting
	CBH Director
	Welcome Center Coordinator
	Familiarization Ride Coordinator
	Fleet Aircraft Representative(s)
Flight Line Committee	Flight Line Committee Chair
	Airfield Manager
	Aircraft Parking
	Type Wing Maintenance Rep
	Public Works Representative
	CBU Support
	Communications
	Flight Line Map Coordinator
	1st LT
Sponsorship Committee	Public Works Officer
	Sponsorship Committee Chair
	Courtesy Car Coordinator
	Banners/Signage Coordinator
	Legal/JAG
	MWR Accounting
	Familiarization Ride Coordinator
Pyrotechnics Committee	Golf Cart Coordinator
	Pyrotechnics Committee Chair
	Civilian Pyrotechnics Company Rep
	Fireworks Representative
Static Display Committee	Fire Chief
	Static Display Committee Chair
	Air Field Manager
	Aircraft Parking
	Aircraft Maintenance Representative
	Fuels/Oil/Smoke Officer

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Static Display Committee	Welcome Center Coordinator
	Familiarization Ride Coordinator
	Transient Billeting Coordinator
	CBH Director
Volunteer Coordination Committee	Volunteer Committee Chair
	Information Tent Coordinator
	Scouting Representative
	Programs/Event Schedule Coordinator
	Special Needs Director
	Education/Recruiting
Entertainment Committee	Entertainment Committee Chair
	Concert Representative
	Amusements
	Novelty Vendor Coordinator
	Golf Tournament Director
	Paid Seating Coordinator
	Unit Sales Coordinator
Chalets & Catering Committee	Large Chalet/Worker Catering Coord.
	Chalet/Concessions Catering Coord.
	Large Chalet Access/Protocol Coord
	Flight Line Map Representative
Transportation Committee	Transportation Committee Chair
	Security/Traffic
	Mass Transit
	PWC/Navy Vehicles
Medical Committee	Senior Medical Officer
	Assistant Medical Officer
	Medical Team Representative
	Local Emergency Medical Services
Additional Billets	Tower/FAA Liaison
	NCIS Representative
	Aviation Support Equip.
	Search and Rescue
	Invitation/Thanks
	Photographic Services

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AIR SHOW COMMITTEE MEMBER RESPONSIBILITIES1. Air Show Committee Chair

a. Installation Commanding Officer and primary approval authority for all facets of the Air Show. Will closely coordinate with the Regional Air Operations Program to ensure proper fiscal oversight.

b. Responsible for the overall conduct of Air Show planning and execution process.

2. Air Show Committee Vice Chair. Installation Executive Officer and secondary approval authority for all facets of the Air Show.3. Air Show Director

a. Determines project goals and organization. Assigns committee members and responsibilities. Coordinates functions of all committee members. Assumes overall responsibility for conduct of the Air Show.

b. Schedules and chairs committee meetings.

c. Assigns responsibility for additional functions as required throughout the planning sequence.

d. Evaluates prospective aerial demonstrations and selects the most suitable.

e. Maintains oversight of all sub-committee efforts, approves major concepts of operations, and plans of all facets of the Air Show (security, traffic, parking, flight line layout, etc).

f. Coordinates community participation.

g. Provides for safety and security of Air Show guests, performers, and workers.

4. Special Projects/Assistant Director. Assists the Air Show Director when directed.5. Air Boss/Operations Officer

a. Coordinates and oversees all airfield operations, including air traffic control, runway use, field configuration, fuels, pyrotechnics, etc.

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b. Coordinates airspace, Federal Air Regulation waivers, and air traffic procedures with FAA agencies.

c. Coordinates the aircraft performance timeline, communication plan, and emergency procedures.

d. Coordinates NOTAM, notices, and airfield notification messages and correspondence.

e. Conducts a formal flight and waiver briefing for performers.

f. Plans and coordinates emergency/SAR procedures with Safety Officer.

g. Coordinates aerobatic box and show line positioning per FAA regulations and requirements.

h. Works with Aircraft Support/Static Display Coordinator and Safety Officer to ensure the airfield is FOD-free prior to reopening the airfield.

6. Supply Officer

a. Overall authority regarding all matters pertaining to supply issues.

b. Maintains oversight on supply issues and concerns throughout planning and execution phases.

7. Performer Coordinator

a. Acts as primary liaison between Air Show and performers.

b. Maintains detailed data regarding all performer requirements (fuel, smoke oil, berthing, vehicles, passes, etc.).

c. Ensures all performer needs, requirements, and requests are satisfied in a professional and timely manner.

d. Maintains a file copy of all pertinent licensing and insurance documentation for each performer (facilities license, liability insurance, and Hold Harmless Agreements).

e. Coordinates airport pick-up for all performers and their staffs, when required.

f. Accurately tracks and disseminates support/servicing requirements for all participating performer aircraft.

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8. Static Display Coordinator

a. Acts as primary point of contact for all military and civil static display aircraft. Solicits all DoD installations via message traffic for static display aircraft. Solicits for civil aircraft static via phone, E-Mail, and FAX. Static displays that require a fee must be approved by the Installation Commander.

b. Accurately tracks and disseminates support/servicing requirements for all static display aircraft.

c. Determines requirements for material and ground servicing support for all static display aircraft and submits to the Supply Officer and GSE Coordinator.

d. Acts as primary solicitor and point of contact for all military ground static displays.

e. Supervises implementation of T-Line services and support.

f. Supervises overall implementation of the static display plan. Determines space requirements and recommended locations of static displays. Coordinates with the Security Officer to provide adequate security for all displays.

g. Coordinates with Billeting and Rental Car Coordinators to provide for billeting and rental cars for visiting static display personnel.

h. Coordinates use of hangars with cognizant tenant activities, when required.

9. Flight Line Coordinator

a. Responsible for flight line design and layout and event set-up and tear-down. Synchronizes all planning factors regarding the Air Show flight line.

b. Directs flight line committee in these efforts, ensuring proper coordination with Air Boss/Operations, MWR, Security, and other committees as appropriate.

10. JAG/OGC/Legal

a. Acts as primary legal counsel for Air Show Committee Chair and Air Show Director regarding all legal matters.

b. Responsible for drafting and executing all contracts between the Installation Commander and performers or static display aircraft.

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c. Maintains overall review authority for all matters pertaining to transactions between the Air Show host and any other entity (vendors, sponsors, etc.).

11. Command Master Chief

a. As directed by the Installation Commanding Officer and Air Show Director, coordinates and schedules volunteer group efforts (TROA, Navy League, Sea Cadets, etc.). Special needs of these groups will be identified and satisfied prior to their use by the Air Show.

b. Responsible for providing interface between Information Tent Coordinator, Scouting Representative, Programs/Schedule Coordinator, Special Needs Director, and Education/Recruiting points of contact.

12. Security (Antiterrorism/Force Protection/Parking/Traffic Control)

a. Acts as primary liaison for all participating Security elements (military and civil).

b. Establishes requirements and procedures for traffic control and parking.

c. Coordinates traffic entry and exit plans for visitors with local law enforcement officials.

d. Designates and prepares parking areas for visitors. Provides parking directors as needed. Provides special parking for Distinguished Visitors, performers, workers, media, and Special Needs.

e. Establishes procedures for flight line access for visitors per regional directives.

f. Provides special station entry and exit procedures and routes for Distinguished Guests, performers, duty section personnel, and emergency vehicles.

g. Coordinates development of crowd control plans. Ensures appropriate crowd and traffic control signs and devices are posted prior to the Air Show. Ensures spectators do not wander into limited access areas.

h. Determines additional personnel requirements for special security in conjunction with the Manpower Coordinator. Ensures traffic directors are suitably equipped with night visible vests, wands, and traffic control whistles as necessary.

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i. Works with Air Show Director and Vendor Coordinator to establish nature, method, and specifics of flight line access for military, vendor, and other vehicles.

j. Coordinates police escort for official motorcade, if required.

k. Prepared to assist in execution of Air Show Mishap Plan.

1. Provides an accurate count of visitors to the Air Show through the use of tabulators at each gate.

13. Working Parties and Manpower Coordinator

a. Consolidates committee member working parties. Coordinates work requirements and schedules for working parties.

b. Schedules in-brief and instruction of working party supervisors prior to the Air Show. Ensures all working party supervisors conduct musters of their personnel the week prior to the Air Show, and resolves all manning issues prior to the show.

c. Coordinates with tenant activities for personnel to augment manpower pool.

d. Responsible for drafting Air Show manpower 5050.

e. Coordinates with local Reserve Programs for personnel support (medical, messing and security).

14. Communications Coordinator

a. Responsible for design and construction of radio suite at show center for Air Boss and Tower representative to control Air Show.

b. Prepares communications plan to ensure radio communications are available to key personnel for coordination of scheduled and unscheduled events during the Air Show. Procures hand-held radios and establishes a radio check-out and battery exchange location on the flight line.

c. Liaisons with the Public Address (PA) System Contractor to ensure PA system is set-up properly and expeditiously.

15. Protocol/Distinguished Guests Coordinator

a. Assists Commanding Officer and Air Show Director, when required, for handling of special guests.

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b. Arranges for special station passes, routing, and parking for Distinguished Guests.

c. Coordinates with MWR for special seating and Distinguished Guests' tents. Assigns and coordinates an adequate number of personnel to control access to Distinguished Guests' tents and seating.

d. Coordinates for all honors and ceremonies, if required.

16. Public Affairs Officer

a. Arranges for press, magazine, radio, and television coverage of the air show.

b. Prepares and executes press releases relative to the Air Show.

c. Contracts, as required, with promotional personalities.

d. Schedules and directs pre-show demonstrations, media rides, and interviews with performers and representatives.

e. Prepares and distributes media packets.

f. Assists in coordination of public appearances by guest aerial performers.

17. MWR Director

a. Responsible for overall MWR effort. Works with Installation Commander, Air Show Director, and Mid-Atlantic Region on all matters pertaining to the Air Show. Principle authority regarding NAF expenditures.

b. Maintains direct oversight and authority over all food and beverage services provided during the Air Show. Plans and executes all concessions and catering during the Air Show to include public sales of food and beverage, chalet catering, and feeding of all Air Show workers.

c. Provides Installation Commander, Air Show Director and Air Operations Program Business Office, a comprehensive breakdown of all monies budgeted for the execution of the Air Show on a weekly basis, with more frequent reports as the Air Show nears. A thorough assessment of the entire Air Show budget will be provided at the completion of the event in order to properly plan for next year's show.

18. MWR Accounting Director

a. Maintains primary accounting duties for all MWR expenditures. Key player in tracking fiscal controls.

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b. Provides funding for all approved Air Show expenditures to Air Operations Program Business Office.

c. Coordinates with Security for safe counting spaces during the Air Show.

19. MWR Sponsorship Coordinator

a. Responsible for all matters pertaining to sponsorship for the Air Show. Solicits, negotiates, and secures all forms of sponsorship.

b. Works in concert with Air Show Director and other key committee members to ensure that all sponsorship agreements are properly reviewed, signed, and satisfied, including tours, familiarization rides, simulator tours, etc.

20. MWR Air Show Liaison. Primary liaison between Air Show Director and MWR personnel on all matters.

21. MWR Marketing Director

a. Responsible for design, production, and distribution of all marketing materials regarding the Air Show.

b. Coordinates layout of the Air Show program and arranges for its printing.

c. Prepares and arranges for printing of Air Show posters, vehicle passes, credentials, passes, tickets, banners, signage, etc.

22. Recruiting Coordinator

a. Ensures all branches of the military service are contacted concerning the opportunity to be represented at the Air Show, including the Reserve, Guard, and regular components.

b. Coordinates with the Static Display Committee for space on the flight line for booths and displays.

c. Primary liaison with area schools for allocating jet and jump team visits.

23. Safety Officer

a. Evaluates and report to the Air Show Director the safety status of all static aircraft and other ramp and hangar displays.

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b. Posts an appropriate number of safety monitors each day to circulate independently on the ramp and surrounding area to report safety hazards to the Safety Officer for immediate corrective action. Safety monitors will be pre-briefed on types of hazards to be particularly alert for during the Air Show.

24. Pyrotechnics Coordinator

a. Primary authority on all matters pertaining to ground, airborne, and firework pyrotechnics.

b. Works in close concert with station ordnance personnel, civilian pyrotechnic providers, Explosive Ordnance Disposal, Safety Officer, and Security to ensure that all pyrotechnics used during the Air Show are prepared, loaded, and detonated per all applicable safety directives and sound judgment.

c. Obtains Explosive Safety Inspections and Site Approval, if required.

25. Public Works Representative

a. Provides Public Works coordination with committee members during meetings and on call.

b. Provides on-site coordination/support during set-up, rehearsal, public shows, and tear-down.

c. Provides vehicles as required to pick up display hardware from off-base.

d. Provides 40' white trailer at "show center" as directed by Air Boss. Removes after show.

e. Provides the following labor each day of the show: Pipe fitter, machinist, carpenter, air conditioning mechanic, 400hz electrician, electrician, and airfield asphalt/concrete technician.

f. Provides rental vehicles (trucks, vans, busses, etc.).

g. Provides job order and material lists needed for Public Works support.

26. Site Preparation/Clean-Up

a. Primary labor force in transforming flight line from operational air station to large open house event. Generally run by station First Lieutenant.

b. Responsible for crowd line barrier (snow fence), set-up and tear down.

c. Provides dumpsters and other types of trash receptacles and appropriate signs adjacent to food and beverage concessions and throughout the spectator area.

d. Coordinates sanitation and trash pick-up for static displays, booths, concession stands, and general flight line as required.

e. Coordinates placement of barricades as directed by the Aircraft Support/Static Display Coordinator and Security Officer.

f. Sets up and positions booths and stands as required.

27. Type Wing Representatives. Critical interface between Air Show and tenant squadrons. Responsible for relaying information between air station and tenant units in order to avoid conflicting requirements.

28. Local City Representative. Primary conduit of information between local city officials and the Air Show committee. Normally filled by member of City Planning Commission or Special Events Representative.

29. Blue Angels (or other Jet Team) Coordinator

a. Single point of contact for all coordination issues for Jet Team.

b. Responsible for the complete knowledge and understanding of participating Jet Team Support Manual and execution of all assigned tasking regarding that support.

30. Jump Team Coordinator

a. Single point of contact for all coordination issues for scheduled jump teams.

b. Responsible for the complete knowledge and understanding of participating Jump Team Support Manual and execution of all assigned tasking regarding that support.

31. Assistant Jump Team Coordinator. Responsible directly to the Jump Team Coordinator. The assistant shall be assigned as coordinator for additional jump teams as required.

32. Aircraft Maintenance Director

a. Coordinates requirements for performer and static display aircraft beyond normal servicing needs.

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b. Maintains a Watchbill during the show to provide prompt performer support and repairs if required.

33. Fuels/Oil/Smoke Oil Coordinator

a. Coordinates with MWR Accounting to arrange for contracting and delivery of all POL required for execution of the Air Show.

b. Coordinates with Performer, Static Display, Familiarization Ride, and Aircraft Maintenance Coordinators to plan fueling procedures such that proper fuels are available and aircraft are fueled in an expeditious and safe manner.

c. Tracks fuel deliveries for expense accounting.

34. Transient Billeting/Combined Bachelor Housing Director

a. Works directly with Air Show Director to develop plan for providing billeting to performers, static display crews, Distinguished Guests, etc.

b. Maintains close and strict control over allocation of rooms by maintaining continuous contact with Air Show Director.

35. Welcome Center Coordinator

a. Stands up the Performer and Static Display Welcome Center at appropriate time.

b. Designs and constructs Performer and Static Display Welcome Packages that contain all necessary passes, credentials, and information specific to that performer, static, and their respective support teams.

c. Arranges for catering of the Welcome Center such that all performers and static display crews that arrive are greeted with maximum courtesy and hospitality.

d. Works in concert with the Courtesy Car Coordinator so that all performers and static display crews receive transportation in a timely manner.

36. Familiarization Ride Coordinator

a. Responsible directly to the Air Show Director for creating a master flight schedule to smoothly execute any media or sponsor ride. Coordinates schedule with Air Boss.

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b. Works in close concert with Performer and Static Display Coordinators (resource provider) as well as PAO and Sponsorship Director to ensure equitable distribution of media and sponsor rides.

c. Utilizes working party to ensure that riders arrive to flight brief on time and are escorted to and from aircraft. Additionally, provides manpower to act as safety observer in the special familiarization ride area of the ramp.

37. Airfield Manager

a. Responsible to Air Operations Officer/Air Boss and Commanding Officer for all matters pertaining to the safe and efficient use of the airfield.

b. Acts as primary advisor to Flight Line Coordinator and Flight Line Committee.

38. Aircraft Parking Coordinator

a. Works directly with Static Display Coordinator to develop a parking plan for all static display aircraft.

b. Works directly with Performer Coordinator on all issues relating to performer aircraft parking.

c. Supervises all aircraft movement on the ground.

d. Maintains close relationship with Flight Line Coordinator to ensure that Aircraft Parking Plan meshes seamlessly with the flight line set-up timeline.

39. Flight Line Map Coordinator

a. Responsible for drafting highly detailed map of the flight line so that the Flight Line Committee can execute and construct the design. Level of detail should include chalets, paid seating areas, specific vendor tents, port-a-potty placement, handicapped accessible seating, portable ramp lighting, etc.

b. Works closely with Flight Line, Performer, Static Display, Vendor, and Chalet Coordinators so that final product is an accurate representation of each committee's requirements.

40. Courtesy Car Coordinator

a. Responsible for organizing all courtesy and rental car requirements. Works closely with Performer, Static Display, Jet, and Jump Team Coordinators. Maintains close control as to

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the allocation of all rental vehicles and ensure that the needs of all performers and static display crews are met.

b. Manages a working party to receive and inspect all rental and courtesy vehicles. Similarly, manages the same working party to return all vehicles.

41. Banners/Signage Coordinator

a. Acts as single point of contact for Air Show Committee regarding all required signage and banners (safety, traffic control, information, etc.).

b. Works with MWR Marketing to ensure that all signage and banners are produced in a timely manner.

42. Golf Cart Coordinator

a. Responsible for arranging delivery, receipt, distribution, and return of all golf carts required for the Air Show.

b. Works closely with MWR Accounting and Special Events personnel to arrange for contracting of specialized golf carts (utility carts, multi-passenger carts).

c. Responsible for ensuring all committee members that check-out a golf cart complete mandatory safety instructions per the Safety Officer.

d. Point of contact for all golf cart maintenance issues.

43. Fire Chief

a. Coordinates optimum positioning of all fire and emergency vehicles during Air Show.

b. Acts in concert with Medical Department and Security for all coordination required to incorporate local Fire Department, EMS, and other First Responders into all drills and show requirements.

c. Assists Security Officer in establishing emergency vehicle access routes and procedures.

44. Information Tent Coordinator

a. Plans, designs, and supervises establishment of a general information booth at a suitable location for guests.

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b. Works in concert with the Show Program point of contact to ensure sufficient programs are delivered to the information booth on each show day.

c. Establishes manning for the information booth with adequate personnel through the Manpower Coordinator or Volunteer Group Coordinator.

45. Scouting Representative

a. Acts as primary liaison for all matters pertaining to local scouting organizations.

b. Maintains contact with local or regional scouting representatives throughout the year so that the lines of communication are open during the Air Show planning process.

46. Programs/Event Schedule

a. Working directly with the MWR Marketing Director, arranges for free programs to be delivered to appropriate sites around the flight line. Additionally, arranges for souvenir commemorative programs to be distributed for sale.

b. If tasked with creating an event schedule for the Air Show, ensures the performance schedule is distributed to appropriate areas on the flight line.

47. Special Needs Director

a. Contacts local and regional Special Needs organizations three months prior to Air Show to establish lines of communication.

b. Acts as primary point of contact for Special Needs groups such as veterans groups, assisted living facilities, area schools, handicapped groups, and all other charitable organizations. Sends invitations and Special Needs vehicle passes for these groups to attend the practice Air Show.

c. Develops and implements a plan to transport those guests with restricted mobility from parking lots to the flight line and from the flight line to parking lots.

d. Coordinates with Air Show Director for any other special requirements.

48. Entertainment Committee Chair. Acts as primary point of contact for all Entertainment Committee members (Concert Representative, Amusements, Novelty Vendor Coordinator, Golf Tournament Director, Seating Coordinator, and Unit Sales Representative).

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49. Novelty Vendor Coordinator

- a. Seeks out and solicits vendors to attend the Air Show.
- b. Acts as liaison between vendors and the Air Show and ensures that all vendors are properly credentialed and possess appropriate vehicle and flight line passes.
- c. Ensures all vendors' needs are properly addressed.

50. Golf Tournament Director

- a. Plans and executes the Air Show Golf Tournament per guidance from the Air Show Director.
- b. Golf Tournament should be accessible to senior ranking officers, Distinguished Guests, performers, and a limited number of paid players.

51. Paid Seating Coordinator

- a. Primary point of contact for the public regarding paid seating at the Air Show.
- b. Responsible for internet or advanced sales.
- c. Responsible for coordinating set-up ticket sales booths at the Air Show and managing the manpower required to appropriately staff the sales booths.

52. Unit Sales Coordinator

- a. Responsible for designing and implementing a plan that allows individual military units the opportunity to sell unit or squadron memorabilia at the Air Show.
- b. Primary point of contact for ensuring that all unit sales groups receive appropriate credentials and flight line access passes as well as a briefing concerning rules and regulations regarding unit sales on the flight line during the Air Show.

53. Large Chalet and Worker Catering Coordinator

- a. Responsible for planning and executing catering in Commanding Officer's Chalet and Executive Squadron Chalet (or equivalents). These large chalets are intended for invited guests, Air Show performers, and paid ticket holders.
- b. Responsible for providing an adequate supply of nutritious and flavorful food to all Air Show workers and volunteers on each day of the show.

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c. The responsibilities and duties of the Large Chalet and Worker Catering Coordinator require that the individual chosen for this billet be highly familiar with the food service industry (club manager).

54. Chalet and Concessions Catering Coordinator

a. Responsible for providing catering services to all corporate and sponsor chalets as well as food services to all MWR Concessions booths and tents.

b. The responsibilities and duties of the Chalet and Concessions Catering Coordinator require that the individual chosen for this billet be highly familiar with the food service industry (club manager).

55. Large Chalet Access and Protocol Coordinator

a. Responsible for access control to Commanding Officer's Chalet and Executive Squadron Chalet (or equivalents) during the Air Show.

b. Requests manpower and develops a Watchbill to ensure that sufficient qualified personnel are on duty in an appropriate uniform to provide access control.

c. Works closely with Protocol/Distinguished Guests personnel to ensure that Distinguished Guests and chalet access lists are current and up-to-date.

56. Transportation Committee Chair

a. Coordinates with Air Show Director, PWC, and Security/Traffic Control to develop and implement a plan to provide bussing services to the flight line from remote parking areas during the Air Show and returning guests to their vehicles.

b. Requests via PWC the appropriate number of busses to be contracted to meet the needs of the Air Show.

c. Requests via the Manpower Coordinator a sufficient number of qualified and licensed bus drivers. Ensures that all drivers are identified early enough to receive appropriate training and licensing.

57. Senior Medical Officer

a. Plans and establishes a primary flight line First Aid Station to provide medical services to all individuals that require it.

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b. Ensures that EMS personnel have access to and from the flight line and an effective communication system is in place to support transport of seriously injured people from the flight line.

c. Coordinates with station Security, Fire Chief, and local EMS personnel to conduct Disaster Preparedness Drills prior to the Air Show. Drills should focus on potential Air Show-related mishap, as well as an AT/FP incident, and provide a full-scale exercise of lines of authority, communications, ingress/egress routes, and any other facet of preparedness required.

d. Works in close concert with local hospital authorities and Life-Flight services prior to and during the Air Show to ensure that lines of communication are open.

58. Assistant Medical Officer

a. Arranges staffing for the primary flight line First Aid Station, utilizing local Naval Medical personnel.

b. Equips and supplies primary flight line First Aid Station with durable medical equipment and medical consumables.

c. Arranges flight line ambulance crash coverage with station medical assets and coordination with station fire/crash unit.

d. Liaison with local civilian Emergency Medical Services through Medical Team Member/Liaison.

e. Liaison with station medical facility for station medical coverage in all station areas other than the flight line for duration of event

59. Medical Team Representative

a. Coordinates establishment of Emergency Medical Services Bike Team providing roving medical coverage of entire flight line throughout duration of event.

b. Communicates with local EMS authorities regarding specific needs and roles of civilian EMS volunteers.

c. Establishes a communication system for civilian EMS volunteer bike team.

60. Local EMS Liaison

a. Coordinates local civilian EMS involvement including procuring additional ambulances and crews for patient transport to local civilian medical treatment facilities.

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b. Assists in the planning and coordination of Disaster Preparedness Drills, specifically in regards to involvement by local EMS.

61. Tower/Federal Aviation Administration (FAA) Liaison

a. Coordinates to ensure that local or regional FAA representative receives all information, diagrams, schedules, and credentials required.

b. Drafts FAA waiver applications and Para drop Jump Authorization requests and submits to Air Boss.

62. NCIS Representative. Working closely with station or regional security forces, NCIS Representative provides updated threat assessments, when required, and briefs higher authority on threat and counter-terrorism measures in place.

63. Aviation Support Equipment (GSE)

a. Working closely with the Performer and Static Display Coordinator, provides all requested GSE. Utilizes all available assets, including local, regional, and others to meet the requirements.

b. Coordinates with tenant commands or other military bases for any special GSE requirements.

64. Invitations and Thank You Notes. Generally, the IC's secretary is responsible for coordinating with the Regional Commander regarding invitations to Distinguished Guests chalets.

a. Responsible for drafting Distinguished Guests invitation list, mailing invitations and vehicle access passes, and creating a final RSVP list for the Chalet Coordinator.

b. Primary conduit for all thank you letters and notes to be signed by the Commanding Officer.

65. Photographic Services. Responsible for providing photographic documentation of the Air Show set-up process, various events during the show, crowd shots from high vantage points at peak attendance times, and Air Show tear-down process.

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APF/NAF EXPENDITURE REGULATIONS SUMMARY**1. Background**

a. The primary source of information concerning the role of the MWR Department in the conduct of Air Shows is the "Guidebook for MWR's Involvement in Air Shows & Other Open House Events," published by the MWR Division of Navy Personnel Command (PERS-658L) (now under Commander, Navy Installations Command). The rules and regulations presented here are taken from that publication.

b. The guidebook contains the following overall guidance:

(1) "Open houses, such as Air Shows, festivals, concerts open to the general public, etc., are public affairs events. While MWR plays a significant role in open houses, as do many command departments, MWR is not designed or intended to play the lead role. MWR's role is limited to providing food, beverage, and entertainment portions of an open house.

(2) "Military open house programs are primarily public affairs activities. They are not intended as MWR fundraising events. This does not prevent MWR involvement in those events as long as fund-raising does not take on the character of commercial events, carnivals, or fairs, or give that impression."

(3) "While open houses do not exist as fundraisers for MWR, they also are not intended to be supported primarily by MWR. Public affairs events should be primarily funded with APF, restricting use of NAF to those items that MWR is authorized to provide: Food, beverages, and entertainment. If the revenue generated by these three elements, along with commercial sponsorship raised for the MWR portion of the open house, is not sufficient to cover NAF costs associated with the open house, MWR is not authorized to participate in the open house unless authorized by the Regional or Echelon Two Commander."

2. Discussion

a. The planning and execution of an Air Show is an intensely complicated process that requires enormous levels of cooperation between diverse agencies and groups. The Air Show Director shall work in close concert with the Regional MWR Director in order to determine the best and most efficient allocation of NAF and APF resources.

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b. The Air Show and MWR Directors must carefully balance expenditures (performer fees, catering, billeting, rental cars, etc.) with income (sponsorship dollars, seating/chalet ticket sales, concessions, souvenirs, etc.) so that the local MWR fund is not required to augment the air show. Per the guidebook:

(1) "The local MWR fund may not be financially liable for expenses resulting from the operation of command sponsored events (including an Air Show) beyond those functions normally associated with the social and recreational element of the event, which is within MWR's mission. Residual corporate sponsorship revenues will be deposited to the MWR Fund and may be used for any authorized expense of the local MWR program."

c. There exist very specific regulations regarding the expenditure of APF versus NAF funds. The following is a list of items that can be paid for with MWR NAF funds.

(1) Paying of civilian performers and entertainment, including fuel if required by contract. Performers' meals and lodging may be paid for with NAF as long as it is required by the contract and does not exceed the per diem rate for local areas.

(2) Bleacher/chair rental provided the rental cost is recovered from appropriate patron charges for the service.

(3) Appreciation party for volunteers who work during the event and corporate sponsors of the event.

(4) Hosting a reception open to all hands to meet the performers (Blue Angels, concert artist, etc.).

(5) Solicitation and administration of corporate sponsorship.

(6) Direct set-up costs of vendor exhibits for trade show.

(7) Event insurance (inclement weather or rain insurance, only for MWR portion of open house involvement).

(8) Payment to volunteer organizations (e.g., spouses' club) for labor provided in support of concession operations (volunteer organization members are not volunteers to MWR and as such are not subject to the volunteer restrictions or protections of BUPERSINST 1710.11C).

(9) Complimentary schedule of open house events.

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(10) Cost of producing souvenir programs and posters that are sold to event attendees and any poster that contains commercial sponsors' names or logos.

(11) Food, beverage and novelty concession expenses.

(12) Marketing and publicity expenses for an open house, excluding any cost normally associated with public affairs' efforts, to inform the local public about the open house.

(13) Advertising may be purchased or procured with in-kind sponsorship for the event.

(14) Announcers may be paid with NAF since they are considered a performer. If the announcer insists on using his own sound system by contract, it may also be paid for with NAF. Otherwise, a public address system is considered an APF expense.

d. The following list contains items that cannot be paid for with NAF funds and must be paid for with APF (unless in-kind sponsorship is specifically available to cover cost).

(1) Free seating (e.g., for a major jet team, military or city officials, etc.).

(2) Portable toilets, unless they are used in conjunction with a chalet. In that event, they must be placed within the space provided for the chalet and not accessible to the general public.

(3) Socials/parties exclusively for Distinguished Guests. Parties for commercial sponsors are an exception, in view of their financial support of the event. Commanding Officers' chalets are not authorized NAF support unless the chalet is used primarily for commercial sponsors of the event.

(4) Payment for any items that are provided by Public Works (gas for vehicles [except rental vehicles for civilian performers, entertainers], insect spraying, snow fencing for crowd or FOD control [except when in-kind sponsorship is specifically available to cover the cost as when sponsor wishes to provide snow fencing, etc.]).

(5) Base maintenance, including grounds preparation or other non-recreational costs associated with an open house.

(6) Lodging/transportation/fuel for military performer and static displays aircrew.

(7) Any cost that Public Affairs is authorized to Pay with APF.

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3. General Guidance

a. Contracting. The Commanding Officer or designated representative has the authority to sign aircraft performer and static display contracts. JAG/OGC/Legal Officer shall draft/review all contracts. All Air Show agreements, including sponsorship and performer contracts, shall explicitly state "the obligations herein are those of a nonappropriated fund instrumentality (NAFI) of the U.S. Navy, and do not constitute an obligation of the U.S. Treasury." Insurance certificates and hold harmless agreements shall explicitly identify "Mid-Atlantic Region MWR, a nonappropriated fund instrumentality of the United States Navy," as an additional named insured and indemnitee, respectively.

b. Sponsorship. The local MWR Department may solicit and secure corporate sponsorship for non-military displays and performers if authorized by the Echelon II and it is solicited per provisions of the Navy Corporate Sponsor and Partnership Policies and Procedures Guidebook. Sponsorship agreements are reviewed by the local Legal officer (JAG) or general counsel, signed by the Commanding Officer or designated representative and the sponsoring company.

c. Fees. No charges or fees will be imposed on the general public for admission or parking. Any charges for shuttle service offered between remote parking facilities to the primary open house area may not exceed the amount necessary to recover all associated expenses of providing the service. Donation buckets may not be passed around the crowd or placed in fixed locations to have members of the visiting public make donations to support the open house.

d. Seating. Charging for seating is authorized for open houses if the following conditions are satisfied:

(1) It is offered on a first-come, first-served basis.

(2) The vast majority of alternate seating is available at no cost to the attendee. "Alternate seating" is space for lawn chairs or blankets at or near the primary viewing area.

(3) If bleacher or portable chair seating is provided, the user may be assessed a reasonable charge.

e. Chalets. The selling of chalets by MWR is authorized on a first-come, first-served basis. Chalets may be sold separately or included as part of a sponsorship agreement. Signs used to identify chalets should not be any larger than necessary to identify the chalet to its occupants. Chalets may be located on the flight line, but not at "show center."

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(1) Chalets may not be sold by anyone but MWR. It is permissible for buyers or commercial sponsors to open their chalet to a restricted audience. However, a buyer or commercial sponsor may not sell the rights to their chalet to a third party nor may they charge admission to the chalet. They may charge for any food or other souvenirs that are furnished by the buyer or commercial sponsor but not for anything that is supplied by MWR or an MWR contractor as part of the purchase or commercial sponsorship price.

f. Complementary Programs. If souvenir open house programs are sold under the auspices of MWR, then a complimentary schedule of events must be available upon request.

g. Mobile Selling. The mobile, verbal selling (sometimes referred to as "hawking") of souvenir programs and other items to promote sales must be done in a professional manner that will not detract from the primary objectives of the open house.

h. Accounting Procedures. A clear financial audit trail of MWR's involvement in an open house event must be established and maintained. The audit trail should include all required approvals, authorizations, and source documents to support all accounting transactions. DoD 7000.14-R and the Recreation and Mess Central Accounting System (RAMCAS) User Handbook must account for all open house financial activities per NAF financial policy guidance as directed.

i. Internal Control Procedures. Open houses often produce a large amount of cash and require a large amount of resale inventory (e.g., food, beverage, souvenirs, etc.). Proper care should be taken to ensure adequate internal controls exist to safeguard cash and inventory. For open houses where a contractor provides concessionaire services, the contract should include provisions for control over cash and resale inventory. The contractor should ensure that during the performance of service, adequate internal controls are in place to protect cash and resale inventory.

j. Uses of Revenue Generated. Revenue generated from an open house may be used to support any MWR program or event. However, if the event is a reoccurring one (such as an Air Show) a reserve shall be established to fund any subsequent similar event before any generated funds are used to support other MWR programs or events. When a reserve fund is established, the reserve fund cannot be greater than the amount of NAF spent to conduct the open house event from which the funds were generated.

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k. Recruiting. Because open house events, including Air Shows, provide recruiting opportunities for Navy recruiters, MWR should provide the Recruit Command personnel with reasonable support in addition to that authorized by the command as part of the command sponsored portion of the open house. For example, if there is a trade fair, MWR should not charge Recruit Command for a recruiting booth. However, if the local Recruit Command personnel are using their booths as a fund-raiser for the local office and selling such items as ball caps and T-shirts, then they should be treated like any other entity and be charged for their booth.

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PLAN OF ACTION AND MILESTONES (POA&M)

1. Effective execution of an event on the scale of an Air Show requires a detailed and concise planning process. The following sample POA&M features a significant portion of the tasks and action items involved in this process.

2. The POA&M is arranged by date (months until show) and can be used as a rough guideline in constructing individualized planning documents. The term "D-Day" is used for the first actual day of the Air Show and all preceding dates are referenced from that point.

Due Date	Committee Member	Task
1-Aug	Director	DD-2535 Aerial Events Requirements due for <u>next</u> FY Air Show.
1-Oct	Director	Request for Canadian assets for <u>next</u> FY Air Show due to Canadian services.
D-6 Months	Director	Deconflict scheduled dates with city events.
	Director	Contract for sound system.
D-5 Months	Director	Commence bi-weekly air show committee meetings.
	PAO	Obtain Press Kits for all performers.
	Recruiting	Send early preview letters to schools.
	Director	Confirm Opening ceremony/act.
	Director	Determine policy for ticket/pass production.
	Director	Ensure performer contracts complete.
D-4 Months	Security	Determine number of school visits available from jet/jump teams. Develop school visit schedule.
		Liaison with local police for traffic plan.
		Send letter to Chief of Police requesting support.
		Send letter to Highway One requesting support.
		Send letter to director of local EMS requesting emergency communication command post be made available for the air show.
		Coordinate Distinguished Guests Escort services.

Due Date	Committee	Task
D-4 Months	Security	Coordinate requirements to position traffic markers, signs and barricades along traffic routes.
D-4 Months	Director	Meet with Security for parking pass plan.
	Performers	Determine smoke oil, AVGAS and water requirements. Coordinate with fuels.
	OPS	Send message to all DoD bases requesting static display aircraft.
	Concessions	Confer with concessionaire regarding booths.
	Concessions	Mail booth applications to groups.
	All	Submit vehicle requirements to PWC.
	All	Submit radio requirements to Communications.
	All	Submit golf cart/parking pass requirements to Director.
	Director	Provide ticket info to Marketing Director.
	PAO	Deadline for acquiring publicity materials for major acts.
	PAO	Start publishing "teaser" articles in base newspaper. Issue press releases once a month then weekly @ four weeks prior.
	ALL	Determine working party requirements and coordinate with Manpower Coordinator.
D-3 Months	Flight Line	First draft of Flight Line Map due.
	Manpower	Draft 5050 due to Director.
	Director	NLT point for website sales commencing.
	Marketing	Complete ticket and vehicle pass printing.
	MWR	Start coordinating with food providers.
	All	Submit requirements for electrical, sign barrels, rope, booths, trash cans, display needs, sandbags, barricades, etc to 1st LT.
	Transportation	Identify Bus Drivers.
	Operations	Request appropriate flight brief venue.
	Marketing	Complete advanced brochure for distribution.
	Air Boss	Prepare FAA waiver.
	Marketing	Distribute brochures.
	GSE	Request light carts from regional assets.

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Due Date	Committee	Task
D-3 Months	MWR	Submit children's area and entertainment requirements.
	PAO	Determine logistics requirements for recruiters.
	Operations	Submit application for certificate of waiver to FAA.
	Director/ Marketing	Determine policy for distribution and/or sale of posters.
	Supply	Contract for deliver of Avgas and engine oils. Ensure availability commencing Tuesday of air show week.
	MWR/Director	Contract for portable toilet services. Coordinate sponsor requirements with Director and flight line team.
	Marketing	First draft of poster/invitations due.
	Operations	Coordinate parking plan for statics with flight line team. Coordinate with Security on escort routes and traffic ingress plan.
D-2 Months	Director	Determine final golf cart requirements.
	Security/ MWR	Approve parking and credentials for printing.
	Banners	Conduct inventory of banners on hand. Order replacements and supplementals.
	PWC	Establish bus requirements.
	Ops/Perf/ Statics	Ensure that all support items or special requests are coordinated (fuels, stanchions, smoke oil, rope, etc).
	Ops	Complete aircraft demonstration request per local type commander instruction.
	Ops/Perf/ Statics	Verify currency of all civil aircraft landing permits (facility licenses) of air show performers and static displays.
	Director	Coordinate with city on transportation, engineering, special events.

Due Date	Committee	Task
D-2 Months	Fuels	Verify status of all POL.
	Flight Line	Verify status of kids areas and entertainment.
	PAO	Deliver video spots to TV stations. Provide status on publicity issues. Start coordinating rides with Familiarization Ride Coordinator.
	MWR	Order wristbands.
	All	Submit table/chair requirements to 1st LT.
	Volunteers	Verify status of volunteer effort.
	All	Verify vehicle, golf cart, phone, radio and manpower requirements.
	MWR	Order tower and entryways.
	Special Needs	Send invitations to practice show.
	Recruiting	Send second letter to schools with details.
	Security	Coordinate with Security and Operations on Bus/Distinguished Guests routes and parking.
	MWR-Concert	Coordinate with Security on concert needs.
	Director	Confirm all reservations (hotels, cars, etc).
	Marketing	All parking pass/credentials complete.
	Marketing	In-house poster complete and distribution.
	Vendors	Mail passes/information to vendors. Verify contracts.
	Sponsorship	Sponsor briefs and handouts complete.
	Medical	Verify status of medical participation and disaster drill.
	Type Wings	Verify status of hangar spaces.
	Medical	Inspect Water Buffalos.
	Air Ops/GSE	Obtain chocks, line, sandbags, barricades and drip pans. Arrange for GSE needs.
	Performers/Statics	Verify car requirements with Rental Car Coordinator.
	Invitations	Ensure Distinguished Guests invitations are mailed.
	Worker Catering	Finalize worker food, box lunches.

Due Date	Committee	Task
D-4 Weeks	Supply	Confirm delivery date of portable toilets.
	Billeting	Confirm status of room blocks.
	MWR	Confirm requirements for concert with security.
	Director	Inform performers and committee members of tentative show timeline.
	Volunteers	Verify schedule of any volunteer training.
	MWR-Sponsor	Assemble sponsor packages.
D-3 Weeks	Performer/ Static	Contact all performers and statics with finalized accommodation information, social schedule, timeline and maps.
	Director	Begin distribution of parking passes/credential to committee members.
	Communica- tions	Confirm communications plan and frequencies.
	MWR	Ensure bleachers delivered.
	Director	Establish date for air show debrief.
	FAM Rides	Confirm media and sponsor ride schedule.
	Accounting	Confirm performer checks are being processed.
D-2 Weeks	Director	Schedule and conduct a Disaster Preparedness Table Top Brief with CO, XO, Security, Fire and Medical.
	Fuels	Confirm Avgas/Oils available for earliest arrivals.
	Operations	Confirm air show brief venue is scheduled.
	Special Needs	Confirm RSVPs for practice show.
	Recruiting	Confirm schools that will attend practice show.
	Operations	Ensure pyro area is graded and burned.
	Flight Line	Verify flight line map/changes.
	Manpower	Publish and distribute 5050.
	PWC	Confirm all night lighting operative.
D-1 Week	Director	Brief all air show volunteers and workers.
	MWR	Transport tents and materials to show site.
	FAM Rides	Finalize schedule for familiarization rides. Call participants.
	Security	Schedule briefings for security force and all personnel assigned to augment the security force.

Due Date	Committee	Task
D-1 Week	Operations	Finalize timeline, print briefing cards, and prepare flight brief.
Air Show Week	Monday	Conduct training/meetings. Primary equipment staging day.
	Tuesday	Continue staging equipment. Early performers arrive. Begin set up when able.
	Wednesday	Jet Team advanced party arrives. Early performers. Crowd Line (FOD Fence) goes up. Set up in force. Early static displays.
	Thursday	Jet Team arrives/practice. Performers/Statics arrive. Set up continues. Media/sponsor rides. Golf Tournament. Concert.
	Friday	Practice/Distinguished Guests/Special Needs show (day). Final Statics/Performers arrive. Night Air Show (open to public). Performer/Static welcome party.
	Saturday	Full day show (public). Monitor/adjust security/traffic plan. Primary night for social event w/city (Jet Team appearance).
	Sunday	Full day show (public). Begin flight line break down when able. Some Performers/Statics depart. "Survivors Party" for all workers/performers.
Monday After Show	All	Performers/Statics depart (Welcome Center catering). Base wide FOD walkdown. Rental Car return (working party).
Show + 1 Week	Director	Draft air show award templates for IC. Disseminate award policy.
Show + 1 Week	Director	Draft air show after action report to include attendance, security, and medical reports.
Show + 1 Week	Performer/Static	Draft performer and static thank you letters for IC.
Show + 2 Weeks	Sponsor	Draft sponsor thank you letters for IC.
	PAO	Send final press release.
	All	Submit Lessons Learned to Director.